

COUNTY OF FULTON



POLICE REFORM AND REINVENTION PLAN

March 2021



Warren Greene, Chairman
Police Reform Advisory Committee

Richard C. Giardino
Sheriff

FULTON COUNTY POLICE REFORM AND REINVENTION PLAN

I. Introduction: *NYS Police Reform and Reinvention Collaborative*

Executive Order No.203 signed by Governor Andrew Cuomo directed all local government entities which have a police agency operating with police officers as defined under 1.20 of the criminal procedure law to perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and develop a plan to improve such deployments, strategies, policies, procedures, and practices, for the purposes of addressing the particular needs of the communities served by such police agency and promote community engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of color. The Executive Order directed the following steps to be taken in furtherance of this initiative.

Each chief executive of local government shall convene the head of the local police agency, and stakeholders in the community to develop a comprehensive plan, that considers evidence-based policing strategies, including but not limited to, use of force policies, procedural justice; any studies addressing systemic racial bias or racial justice in policing; implicit bias awareness training; de-escalation training and practices; law enforcement assisted diversion programs; restorative justice practices; community-based outreach and conflict resolution; problem-oriented policing; hot spots policing; focused deterrence; crime prevention through environmental design; violence prevention and reduction interventions; model policies and guidelines promulgated by the New York State Municipal Police Training Council; and standards promulgated by the New York State Law Enforcement Accreditation Program.

The political subdivision, in coordination with its police agency, must consult with stakeholders, including but not limited to membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials, and create a plan to adopt and implement the recommendations resulting from its review and consultation, including any modifications, modernizations, and innovations to its policing deployments, strategies, policies, procedures, and practices, tailored to the specific needs of the community and general promotion of improved police agency and community relationships based on trust, fairness, accountability, and transparency, and which seek to reduce any racial disparities in policing.

The final plan will be offered for public comment to all citizens in the locality, and after consideration of all comments, will be presented to the local legislative body which will ratify or adopt the final plan by local law or resolution, as appropriate no later than April 1, 2021.

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II. Overview of Current Sheriff's Office Operations

The mission of the Fulton County Sheriff's Office is to provide the most comprehensive civil, correctional, police, and public safety services for the residents and visitors to Fulton County as mandated by New York State Law. These vital services will be provided to our community within the fiscal appropriations provided by the County Board of Supervisors.

The Sheriff's Office enforces the laws of New York State, the United States of America and all jurisdictions within Fulton County to the best of its ability, without compromise. It enforces those laws for the benefit of the public and society as a whole, never sacrificing the rights of any individual. The Sheriff's Office protects and serves the residents of Fulton County in an open and public manner and will assist all people and agencies with no regard for promise, favor or remuneration. Fulton County Sheriff's Office Deputies will use appropriate force only when it is necessary to defend citizens and law enforcement officers or to overcome the resistance to the process of law.

Every member of the Sheriff's Office will fully accept the great responsibility of maintaining public order, offering assistance in times of need and enforcing laws with courage, dignity, ethics and honor.

A. Staffing Levels and Titles by Division

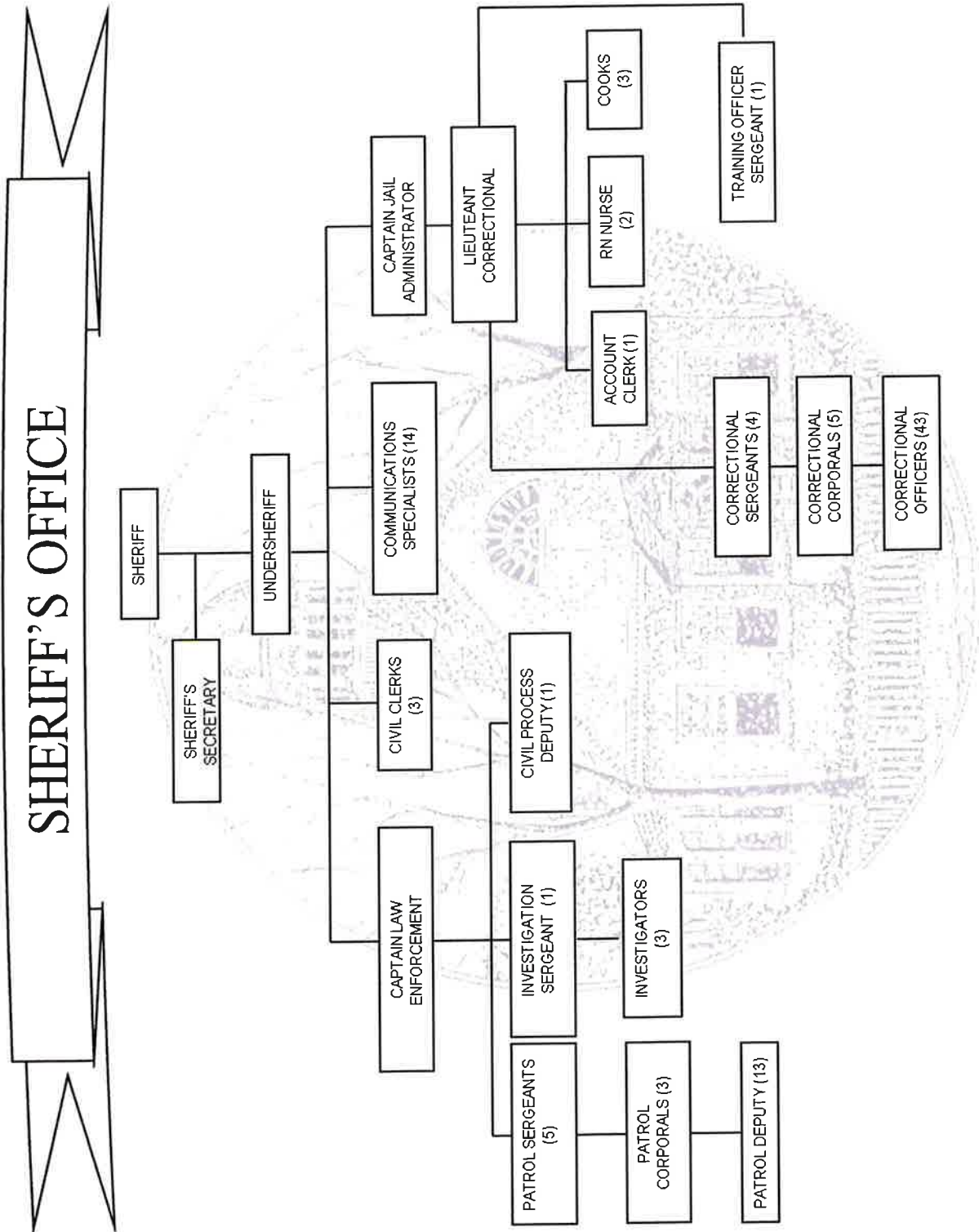
The Fulton County Sheriff's Office is arranged into four Divisions. The four Divisions are:

1. Civil
2. Communications
3. Corrections
4. Police (includes both the Road Patrol Division and the Investigations Unit)

The Sheriff's Office is administered in a hierarchical structure that determines chain of command and each division is led by a department head who works directly under the authority and direction of the Sheriff of Fulton County. The following flow chart illustrates the office organization.



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B. Equipment and Resources

Road Patrol, which falls under the Fulton County Sheriff's Office Police division, is supported by a fleet of (15) vehicles. The fleet of vehicles is comprised of a combination of Eight Dodge Charger Police Patrol Vehicles (PPV), two Ford Explorer SUVs, three Dodge Durango SUVs, one Toyota Camry and one Dodge Ram 1500 pickup truck.

All eight Dodge Charger PPVs are equipped with a Motorola communications radio, a GTAC computer tablet and printer, radar, an in car camera system, 12 gauge shot gun, M-4 rifle, ballistic shield, hooligan tool, Active Shooter Response "Go- Bags", first aide kits, fire extinguisher, road flares, throw disc, Alco sensor, police crime scene tape, blankets, dog snares, and deployable road spikes.

The two Ford Explorer SUV's are assigned to the shift Sergeants and are additionally equipped with extra road flares, traffic cones and other miscellaneous equipment necessary to handle the full spectrum of calls for service.

Two Dodge Durango SUVs are assigned to the Investigation division and are equipped with Motorola communications radio, emergency lights and additional equipment necessary to conduct on scene investigations such as motor vehicle fatalities, assaults, drug over doses and unattended deaths.

The Dodge Ram 1500 pick-up truck is an all purpose vehicle that is primarily used for towing the Sheriff's Office Boats, Jet skis and Snowmobiles. This vehicle is also equipped with a Motorola communications radio and emergency lights. During inclement winter weather, the Sheriff's Office will use the pick-up truck as a patrol vehicle.

In addition to a fleet of Road Patrol vehicles, the Sheriff's Office also has three boats, two jet-skis and two snowmobiles. The Boats and jet-skis are used during the summer months to provide law enforcement on the Great Sacandaga Lake and other lakes in the county.

The largest of the three boats is a 25 foot Boston Whaler which is the primary vessel used in patrolling the Great Sacandaga Lake. This boat is equipped with a Motorola communications radio, a Marine Band radio, emergency lights and siren and a search lights. Additionally, the Sheriff's Office is equipped with a Side Scan Sonar unit that is used for locating submerged drowning victims.

Other resources available to the Sheriff's Office include unlimited access to the District Attorney's Office and the Fulton County Crime Analysis Center (FCCAC), access to the

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Fulton County training center and shooting range, two UAS drones, License Plate Readers (LPRs) and RADAR units.

C. Officer Training Program

Any sworn member of the Fulton County Sheriff's Office will have successfully completed the Basic Course for Police and all of the most recent standards for that course, set by the Municipal Police Training Council. The Fulton County Sheriff's Office will commit to the need for training by allowing members to maintain certification in special areas as well as nurturing or securing certified, quality instructors for all of the training for its members.

Before being assigned to regular police duties, each new member of the Police Division must complete a Supervised Field Training Program with a certified Field Training Officer. The field training consists of the following criteria:

1. A minimum of two hundred and forty (240) hours of supervised field training
2. The ability to perform the following without assistance but not limited to:
 - a. Motor vehicle collision investigations.
 - b. The issuance of Uniform Traffic Tickets.
 - c. Criminal investigations.
 - d. Domestic Incident Report investigations.
 - e. Complete a Penal Law arrest.
 - f. Complete a Driving While Intoxicated arrest.
 - g. The locating of incident scenes, outside of previously familiar areas.
 - h. Demonstrate knowledge of the current Policies and Procedures.

New members must be able to exhibit and portray a confident and professional image to the public. Field Training Officer's will attempt to draw out and guide new members to a positive image of the agency.

All sworn members of the Fulton County Sheriff's Office complete forty (40) hours per year of documented training as required by the Division of Criminal Justice Services (DCJS). Additionally, all Deputies receive another 120 - 180 hours of sustainment training which goes above and beyond the DCJS requirements. Topics include, but are not limited to Firearms range training, Use of Force Training, Defensive Driver Training, Breath Test Device training,

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Sonar Operations training, Response to Active Shooter training, CPR training and Tazer training.

Additionally, the Fulton County Sheriff's Office conducts continuous training in Response to Active Shooter and Close Quarters Tactics. The Response to Active Shooter training includes conducting training in Fulton County schools with the staff members and conducting training with local businesses.

Training delivery can happen in various forms, however all formal training is given by a certified instructor. Instructor certification must meet the instructor standards and qualifications pursuant to 9NYCRR 6023 or 6024 of the New York State Codes, Rules, and Regulations.

III. Fulton County Police Reform Advisory Committee Process

A. Schedule and Milestones (projected):

- Preliminary Planning / Internal Policy Review August/September 2020
- Review Police Reform Advisory Committee Membership 28 September 2020
- Resolution Establishing Advisory Committee 13 October 2020
- Advisory Committee Meeting 1 Week of 26-30 October 2020
- Develop Sheriff's Community Survey 30 October 2020
- Advisory Committee Meeting 2 Week of 2-6 November 2020
(with testimony by community representatives and experts)
- Distribute Sheriff's Community Survey 2-13 November 2020
- Advisory Committee Meeting 3 Week of 16-20 November 2020
(with testimony by community representatives and experts)
- Complete Draft Police Reform Plan Outline 30 November 2020
(including specific Areas of Focus)
- Complete and Release Draft Police Reform Plan 21 January 2021
- Public Safety Committee for Review of Draft Plan 22 February 2021
- Public Hearing at Board of Supervisors Meeting 8 March 2021
- Adopt Resolution Approving Final Fulton County Police Reform Plan 8 March 2021
- Submit Reform Plan Certification to NYS 1 April 2021

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B. Police Reform Committee Membership

The Fulton County Police Reform Advisory Committee is comprised of combination of individuals who are Fulton County employees from across various Public Service Departments, Local Elected Officials and Fulton County residence. The following individuals are member of the Fulton County Police Reform Advisory Committee;

1. Local Elected Official
 - Warren Greene, Chairmen of the Board
 - Cynthia Breh, Chairperson, Standing Committee on Public Safety
2. Sheriff' Office
 - Richard Giardino, Fulton County Sheriff
 - Daniel Izzo, Fulton County Undersheriff
 - Jamal Johnson, Corrections Officer
 - Christopher House, FCDSPBA President
3. Residents
 - Byron Armstead Barker
 - Kathy Calabrese, Community, Family Svcs Dir., Family Counseling Center
 - Beatrice Gonzalez
 - Reverend Robert Linder, Pastor, AME Zion Church of Gloversville
4. District Attorney
 - Chad Brown
5. Public Defender
 - Roger Paul
6. Education Officials
 - David Ziskin Ed.D., BOCES Superintendent
7. Chamber of Commerce
 - Mark Kilmer, Chamber President
8. Mental Health
 - Ernest Gagnon, Community Service Director
9. Legal Expert
 - Jason Brott, County Attorney
10. Social Service/Housing Advocacy
 - Anne Solar, Commissioner



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C. Description of Meeting Process

The format of the Police Reform Advisory Committee meetings was consistent throughout the entire process. The meetings were chaired by Chairman of the Board Warren Greene, led by Fulton County Sheriff Richard Giardino and lasted approximately 90 minutes. The meetings opened with general remarks by the Sheriff and included a summary of what was accomplished during previous committee meetings. After opening remarks, the meetings transitioned into an open discussion between committee members and the representatives of the general public. Topics of discussion included police training, community and police interaction, best methods for conducting a community survey, community survey questions and community outreach.

Additionally, the importance of recognizing the changing demographics of Fulton County and understanding how these changing demographics can and will impact the Fulton County Sheriff's Office were topics of discussion. At the conclusion of each meeting, specific milestones were set and were expected to be accomplished prior to the next scheduled meeting.

D. Key Issues Raised During the Process

There were two key issues raised during the Fulton County Police Reform Advisory Committee meetings. The first issue raised involved annual training that the Fulton County Sheriff's Office Deputies receive. Although the Fulton County Sheriff's Office has a thorough training program, it was identified during the Police Reform Advisory Committee meeting process that the Sheriff's Office should pursue more training in De-escalation Techniques, Implicit Bias and Mental Health. Although there were lengthy discussions as to the amount of training a Deputy should receive on each topic, it was the consensus of the Advisory Committee that additional training in these three specific topics will result in improvements in the overall policing strategy of the Fulton County Sheriff's Office.

The second issue was the flow of communications between the general public (civilians) and the Fulton County Sheriff's Office. During the Fulton County Police Reform Advisory Committee meeting process, it was identified that the only method for civilian(s) to provide feedback to the Sheriff's Office about their experience and interaction with a Fulton County Sheriff's Deputy, good or bad, was to call the Sheriff's Office and file a complaint over the phone or to physically go to the Sheriff's Office and file a personnel complaint against a Deputy with the shift Sergeant. Committee members agreed that there should be a mechanism in place to allow civilians an easier and more convenient way to contact the Sheriff's Office and provide specific feedback about their interaction with any employee of the Sheriff's Office. The Fulton County Police Reform Advisory Committee members discussed the possibility of using the internet and additional technology to establish a method for civilians to easily provide feedback to the Sheriff's Office. This would include visiting the Fulton County website to

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download and complete a Commendation / Complaint form which could be submitted to the Sheriff's Office.

In addition to the two key issues discussed above, youth responses received in a subset of a Sheriff's Department community survey revealed another issue related to attitudes about police and policing. Although a small sampling, the survey of 64 high school students at one local school contrasted substantially with adult respondents when it came to reported attitudes toward police in general. Although the overwhelming majority of students reported no previous interactions with police, many reported a negative impression about officers and/or police tactics.

While only a very small snapshot, the student responses indicate that young peoples' attitudes are greatly influenced by social media and other electronic media sources. Today's youth have easy access to notoriety about police brutality incidents, Black Lives Matter events and other social justice initiatives. Meaningful outreach to youth and teenagers by police agencies will be ever more important and schools will be key participants in expanding such dialogue.

IV. Sheriff's Goals and Objectives for the Future

Based upon internal reviews and upon the deliberations of the Police Reform Advisory Committee, the Fulton County Sheriff's Office has identified five goals and objective that will enhance the relationship between the Fulton County Sheriff's Office and the community. These five goals and objectives will allow the Fulton County Sheriff's Office the ability to perform its job of protecting and serving the public while fostering trust, fairness and legitimacy within our community.

- Attain New York State DCJS Accreditation
- Expand Officer Training (Mental Health, De-Escalation, Implicit Bias)
- Reform Civil Service Selection and Retention for Law Enforcement Officers
- Streamline Community Feedback
- Conduct follow-ups with members of the community

A. Attain New York State DCJS Accreditation

Accreditation is a progressive and contemporary way of helping police agencies evaluate and improve their overall performance. It provides formal recognition that an organization meets or exceeds general expectations of quality in the field. Accreditation acknowledges the implementation of policies that are conceptually sound and operationally effective. The

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Accreditation Program is comprised of a set of standards developed to further enhance the capabilities of an agency and is divided into three categories. Standards in the “Administrative” section have provisions for such topics as agency organization, fiscal management, personnel practices, and records management. “Training Standards” encompass basic and in-service instruction, as well as training for supervisors and specialized or technical assignments. “Operations Standards” deal with such critical and litigious topics as high-speed pursuits, roadblocks, patrol, and unusual occurrences.

B. Expand Officer Training

The Fulton County Sheriff’s Office will expand officer training to include Mental Health, De-Escalation Training, and Implicit Bias Training. It is imperative for any police agency to be responsive to the community it serves and to understand its demographics. Prioritizing these training topics in the Sheriff’s Office training curriculum is essential to meet the current demands of everyday police work. The Fulton County Sheriff’s Office will work with accredited state training agencies to schedule these trainings in the near future and they will be added to the Department’s list of required annual trainings.

C. Reform Civil Service Selection and Retention for Law Enforcement Officers

Civil Service Law Article 4: Recruitment of Personnel / Section 61 Appointment and Promotion sets the requirement for selecting one of the top three examinees for appointment from a Civil Service list of eligibles. One of the biggest concerns for law enforcement is a provision referred to as “the rule of three” or “one in three”, whereby police agencies must hire an individual who, through the interview and background check process, may be deemed less than desirable for a career in law enforcement. Not only is this practice economically unsound, it also puts the Fulton County Sheriff’s Office at a much greater risk of having a negative interaction between a Sheriff’s Deputy and a member of the community. This can erode trust between the community and law enforcement agencies. Police agencies should be given wider latitude to consider additional factors in the recruitment and hiring process.

The Fulton County Sheriff’s Office, in conjunction with the New York State Sheriffs’ Association is working with local New York State legislators in an effort to amend the Civil Service Appointment and Promotion process to a Pass or Fail standard. This would give law enforcement agencies more flexibility by allowing them to hire individuals who are best suited for a career in law enforcement based upon all candidate attributes, including background checks, psychological testing and other factors.

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Due to social and economic reasons, minorities have historically scored lower than whites on the NYS Civil Service exam, resulting in fewer being eligible for appointment to a position in law enforcement. A Pass or Fail standard could result in an increased number of minority law enforcement appointments.

Officer retention is very important in the development and maintaining of community relationships. There is absolutely no substitute for experience. A law enforcement agency with a balance of “seasoned” officers and “new officers” is the ideal work environment. Having experienced law enforcement officers available to respond to a call for service involving a mental health crisis or other high risk situation is invaluable. As co-employers, the Sheriff and Board of Supervisors will work with the Fulton County Sheriffs’ Police Benevolent Association to pursue wages necessary to retain a healthy police force.

D. Streamline the Community Feedback Process

Community feedback is imperative to promoting trust between law enforcement personnel and the community they police. The Sheriff’s Office will establish a process by which the public can access an on-line Sheriff’s Office Commendation/Complaint Form. This form of open communications between the public and the Sheriff’s Office will be used as a tool for the public to notify the Sheriff’s Office of positive or negative interaction they may have experienced with a law enforcement officer(s). Members of the public will be able to file a Formal Complaint, an Informal Complaint or Commend a Sheriff’s Deputy on his/her performance

E. Conduct Follow up interviews with members of the community

Community outreach to engage with citizens is another tool that the Sheriff’s Office will use to foster a positive relationship with members of the community. The Sheriff’s Office will implement a Policy and Procedure for the Sheriff, Undersheriff or Captain to contact citizens who have had recent police contact. Through the use of a pre-determined questionnaire, the command staff will survey the individual(s) regarding their interaction with the Department and solicit recommendations for what could have been done better. Based on the results of these random surveys, the Sheriff’s Office will identify areas for improvement.

Appendix:

Appendix 1 - Community Survey Form

Appendix 2 – Community Commendation / Complaint Form

Appendix 3 – Fulton County Police Reform Advisory Committee Survey Results

Appendix 1
Community Survey Form

Community Survey Form	Member (Last, First, MI)	
	Case / Blotter #	Date
INSTRUCTIONS: - Use the following questions as guidelines. Document specifics about your conversation, and follow-up with the Member as needed. - Email completed survey to the Sherriff - Electronically retain in the Sheriff's Office Community Survey file for three years, then purge. If the Survey is being Included in the Member's Performance Rating file as supporting documentation, retain an electronic copy with the rating for a minimum of three years after the end of the rating period, then purge.		
Citizen Information		
Name (Last,First,MI)		Phone
Nature of Complaint/Reason for Sheriff's Office Interaction		
Questions		
1. On a scale of 1 - 5, with 5 being the highest and 1 being the lowest, how would you rate the professionalism of the service that was provided to you by the Fulton County Sheriff's Office Dispatcher who took your call?		
1 // 2 // 3 // 4 // 5		
2. On a scale of 1 - 5, with 5 being the highest and 1 being the lowest, how would you rate the professionalism of the Fulton County Sheriff's Office Deputy whom you had contact with?		
1 // 2 // 3 // 4 // 5		
3. At anytime during your police interaction, did you feel uncomfortable, threatened or intimidated? YES // NO If yes, explain.		
4. What stood out the most from your interaction with the Deputy whom you had contact with?		
5. Is there an aspect of the interaction you feel could be improved?		
5. Is there anything additional you would like to add?		
Certification		
Member Completing Survey:		

Appendix 2

Fulton County Community Commendation / Complaint Form



FULTON COUNTY SHERIFF'S OFFICE

2712 State Highway 29 • Johnstown, New York 12095-0020
Telephone: (518) 736-2100 • Fax: (518) 736-2126

RICHARD C. GIARDINO
SHERIFF

DANIEL IZZO
UNDERSHERIFF

MATTHEW VANVALKENBURGH
CAPTAIN

EMERGENCY DIAL 911

Commendation/Complaint Form

If you would like to commend a member of the Fulton County Sheriff's Office, or file a complaint against an employee, please use this form and write legibly. Personal information will not be disclosed to the public, unless required by law. You can submit this form by mail or return it to the Fulton County Sheriff's Office.

I wish to file a (please check one): ☐ Commendation ☐ Complaint

If you are filing a complaint, indicate the type of complaint you wish to file (you must check one):

☐ *Formal Complaint:* Involves a serious allegation of misconduct that will be officially investigated

☐ *Informal Complaint:* Involves a minor complaint or concern, and I only want my complaint/concerns on record

Information on you:

Last Name	First Name	M.I.	Date of Birth
Street Address/Apt. #	City	State	Zip Code
Home Phone	Cell Phone	Sex <input type="checkbox"/> M <input type="checkbox"/> F	

Are you filing this on behalf of someone else? Yes ☐ No ☐ If yes, complete section below:

Last Name of Person	First Name	Age	Sex <input type="checkbox"/> M <input type="checkbox"/> F
Street Address/Apt. #	City	State	Zip Code
Relationship to You	Home Phone	Cell Phone	

Information about the incident:

Location of Incident	Date of Incident	Incident Time
Name/Phone Number of any Witness		
Name/ID of Deputy or Employee		

Details of Incident:

I attest that the above information and my statement is true and correct to the best of my recollection/knowledge

Signature:	
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Appendix 3

Summary Of Results From The Fulton County Police Reform Advisory Committee Survey

TOTAL NUMBER OF SURVEY RESPONSES RECEIVED - 75

Question 1	What Town, Village or City do you live in?			
	Townships	Number of Respondent	Townships	Number of Respondent
	Bleeker	2	Johnstown	20
	Broadalbin	5	Mayfield	3
	Caroga Lake	4	Northampton	2
	Cobleskill	1	Northville	9
	Ephratah	9	Oppenheim	2
	Gloversville	17	Sammonsville	1
Question 2	What is your age and sex?			
	Oldest Respondent	89	Youngest Respondent	17
	Average Age of Respondents	57		
	Number of Male Respondents	34	Number of Female Respondents	41
Question 3	Have you had contact or witnessed other people having contact with members of the Sheriff's Office in the past 4 years?			
	Number of Respondents who had contact with the Sheriff's Office in the past 4 years.	45		
Question 4	Average Contact Rating 1-5 (1) very poor / very unfair, (5) very good / very fair			
	As a passerby	4.3	As a Suspect or an Accused	3.75
	As a Victim / Complainant	3.6	As a Business Owner / Employee	4.25
	As a Witness	3.2	As a Member of an Organization that works with the Sheriff's Office	4.1
Question 5	Do you feel your town or village gets sufficient coverage from the Sheriff's Office?			
	Yes	49	No	13
Question 6	Do you trust members of the Sheriff's Office to do the right thing? (1=No/Never to 5=Yes/Always)			
	Average of Respondents	4.3		
Question 7 & 8	What are the first three words that come to mind with regard to police in general?		What are the first three words that come to mind with regard to the Fulton County Sheriff's Office?	
	Top Eleven Responses		Top Ten Responses	
	Help - 17		Help - 19	
	Protect - 16		Protect - 11	
	Safety -15		Safety -11	
	Respect - 9		Respect - 10	
	Serve - 8		Brave - 6	
	Brave - 5		Dedicated - 6	
	Dedicated - 5		Underpaid/Understaffed - 6	
	Enforce - 5		Serve - 4	
	Law - 5		Law - 4	
	Trust - 5		Fair - 4	
	Honesty - 5			
	Question 9	In what areas do you feel the Sheriff's Office could use more training		
Mental Health Issues		1	Defensive Tactics	4
De-Escalation Training		2	Use-of-Force Training	5
Anti-Bias Training		3	Public Interaction Training	6

Appendix 3

Summary Of Results From The Fulton County Police Reform Advisory Committee Survey

Additional Responses to Questions 7 & 8

What are the first three words that come to mind with regard to police in general?
Mentioned Four Times
Security - 4
Mentioned Three Times
Caring - 3
Fair - 3
Integrity - 3
Necessary - 3
Professional - 3
Mentioned Two Times
Admiration - 2
Authority - 2
Courage - 2
Kind - 2
Power - 2
Rapist - 2
Reliable - 2
Underpaid - 2
Mentioned One Time
Abuser - 1
Accountability - 1
Anxiety - 1
Assistance - 1
Bad Attitude - 1
Biased - 1
Big Thank You - 1
Brash - 1
Brotherhood - 1
Bullies - 1
Busy - 1
Cocky - 1
Community - 1
Compassion - 1
Considerate - 1
Danger - 1
Dishonest - 1
Doing their job - 1
Effective - 1
Efficient - 1
Equetable - 1

What are the first three words that come to mind with regard to the Fulton County Sheriff's Office?
Mentioned Three Times
Caring - 3
Reliable - 3
Responsive - 3
Mentioned Two Times
Admiration - 2
Assistance - 2
Enforce - 2
Friend - 2
Hardworking - 2
Honest - 2
Integrity - 2
Jail - 2
Necessary - 2
Overworked - 2
Professional - 2
Racist - 2
Rural - 2
Security - 2
Thomas John Lorey - 2
White - 2
Mentioned One Time
Accessible - 1
Attentive - 1
Available - 1
Bad - 1
Brash - 1
Civil Servants - 1
Community - 1
Compassion - 1
Courage - 1
Diligent - 1
Disciplined - 1
Discreet - 1
Empathy - 1
Follow-through - 1
Giardino - 1
Good - 1
Good ol'boys - 1

Appendix 3

Summary Of Results From The Fulton County Police Reform Advisory Committee Survey

Fearsome - 1
Fed up with court system - 1
Fierce - 1
Follow-through - 1
Fraternal - 1
Frindly - 1
God Bless You - 1
Good - 1
Good friends to have - 1
great servants - 1
Heros - 1
Inattentive - 1
Intimidating - 1
Lethal - 1
Loyalty - 1
Meat-Headed - 1
Nervous - 1
Non customer centric - 1
Not Meticulous - 1
Not Trust Worlthy - 1
Observant - 1
Ok - 1
Over -Scoped - 1
Overworked - 1
Pride - 1
Profile - 1
Racist - 1
Reliable - 1
Respond - 1
Responsive - 1
Risk Takers - 1
Sirens - 1
Slow - 1
Slow Down - 1
Some are great - 1
Some are not - 1
Stressed - 1
Tickets - 1
Timely - 1
Tough Job - 1
Trained - 1
Unfriendly - 1
Uniforms - 1
Vital - 1

Grandstanding - 1
Great - 1
Great Servants - 1
Heroic - 1
Honor - 1
Inattentive - 1
Ineffective - 1
Intimidating - 1
Kick Ass - 1
Kind - 1
Legal Response - 1
Liars - 1
Local - 1
More Human - 1
Mostly Fair - 1
Nervous - 1
On the spot - 1
Over extended - 1
Parochial - 1
Patrol - 1
Politics - 1
Power - 1
Qualified - 1
Respond - 1
Scheming - 1
Selective - 1
Selective Enforcement - 1
Slow - 1
Slow Down - 1
Stretched - 1
Support - 1
Tireless - 1
Traffic Laws - 1
Trained - 1
Trust - 1
Trustworthy - 1
Understanding - 1
Unfair - 1
Uniformed Idiots - 1
Useless - 1
Vital - 1
Wanting to Improve - 1
Well Trained - 1
White - 2

Appendix 3
Summary Of Results From The Fulton County Police Reform Advisory Committee Survey

Answers to Questions 10, 11, and 12 by Town / Village

BLEEKER		
You see on social media all of the time about law enforcement officers stopping to chat with people in the community. Living in the country and when we are outside, we have never had a Sheriff or a State Trooper just stop to check in on us, unless it was someone we know to say hello.	We do see their vehicles go by time to time but either they are headed to a call with their lights + sirens on or just driving by. I think the community's trust in the Sheriff's Department would increase knowing that the Sheriff is looking out for them and not just around for negative reasons.	I think the elderly and children would appreciate more positive attention by law enforcement
In general, I believe the FCSO is well respected in the community		
BROADALBIN		
		Sheriff's office restrained by mandates, societal prejudice, limited county finances - doing a good job under circumstances
Trust = nope. Been in your building/offices. NEVER felt intimidated. Just a strong urge to pray for your safety	Remind people what you do. I get anxiety (for your safety) anytime I see you flying down the streets on lights at side of road on a scene (any scene).	stay safe. Stay strong. Keep hope. Keep faith.
To be available	Better rural coverage	they do as much as possible with what they have to work with
more proactive schools presence - our children are the future, visible representation in food drives, services for the poor, etc.	ability to secure funding for the budget to adequately staff the community	
In my previous county where I lived for 32 years, I needed the Wayne County Sheriff once. They arrived at my house within an hour. I've been in Fulton County about 6.5 years and have had to contact a representative 18 times with no resolution for continuing problems. Only one time has a Deputy come to my address	Show up. Take Action. Be effective. All seem extremely reticent to enforce laws that might impede individuals fun and games regardless of those actions affects that impact the community as a whole	Dispatch group has been less than helpful during each contact that I've had with them. Very condescending but with no follow-up or constructive solutions. Often appear to be annoyed that they had to answer a call
CAROGA LAKE		
This community would like to see more radar traps, but I know how understaffed you are	County Executives need to provide more money to keep Deputies!!!	I have 100% faith in Fulton co. Sheriffs Dept. Thank you!!!
More community interaction. Helping or holding events with the community and families.	Continue learning and training. Always try to be the best officer you can be.	Stay safe and healthy and thank you for all that you do
	You need more funding	Need more personnel to police our county
COBLESKILL		
Make officers more visible in schools and businesses		
EPHRAHTAH		
make yourself visible in a variety of areas and settings. (positive)	hold people accountable to follow the law/consequences.	stay positive!
Thanks for our safety! I called about a safety issue a hole in road at rockwood. DOT filled it in 2 days wow!	Everything ok!	Very helpful with our teen son 30 years ago!
I think having a connection with the people would improve trust	Keeping things as safe as possible	
		Just don't have any interaction with Sheriff's Department
		I don't feel this is necessary
GLOVERSVILLE		
I hear friends/associates talk about having "free pass" cards and/or getting out of traffic tickets because they know someone on the force. If it is true, I don't think it is fair. It's like the department is condoning violations for family members and friends	Keep up with positive community interaction whenever possible. It helps with overall image and lets people who don't break the law see you once in a while. I think it is good for children to meet law enforcement officers in a setting where they learn to respect and not fear them. I remember having officers do bicycle inspections in grade school which was always a fun, positive event.	I have not had many opportunities to interact, but when I have, the sheriff and deputies have all been courteous, professional and helpful.
No	No	Thanks to the Fulton County Sheriffs in this tough time. They have a tough job

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Anyone who works and has to deal with someone with a mental health diagnosis I think should have some sort of training in de-escalation and mental health issues. In our area there is such an increase in mental health crisis's that it is becoming more apparent that either updated training for all police officers is needed or at least try and work with mental health agencies to bring mental health professional with them on calls	Just what I stated above	
They should be more involved with the public		
Be visible at community events/places where children (teens) are present. Let them interact with the people behind the badge	nope	Self-reflection is vital for growth in any endeavor - Great Job!
We are such a rural county, I don't think the normal "have picnics and buy stuff for kids" will work here as well as in an urban setting. We have a population that (I hope) generally trusts and relies on the police. There are families with members that are often in trouble and don't trust the police - and they pass that distrust down to the next generation. I don't know how you can break that perception when it's part of their familial heritage. You already have a presence at the fairs and events - maybe more interaction (giveaways are goos, K9s and demonstrations) at those events?	Sonny, any ideas I would have involve more money - better pay, top-shelf equipment, and perks for officers	Next time you do something like this, please make it a fill-in pdf. Even out here, a lot of people would use email. This was tricky.
Our Sheriff's Dept. is outstanding. They may need more safety equipment	Give them raises as they probably make less than other counties	Update their cars and equipment and hire more deputies for the large area they cover
I believe the mental health in this area there is a lot of and if you don't know how to talk or approach these individuals things can go bad in a very short amount of time. Much more training is needed.	for the most part I feel the Sheriff's office has handled any dealing that I have seen professionally	maybe you can give the Groversville Police Dept some training
Maybe get out of car more often and talk with more people.	no you have good leaders in that Dept.	There was a time when we lost a lot in that Dept, but Sheriff Giardino got a lot of it back.
More of a presence...more civic involvement with communities		I feel the Fulton County Sheriff's Office is a beacon to all law enforcement agencies. Under the tutelage of Sheriff Giardino, the Department represents the best exemplar of the spirit and function of law enforcement. Integrity, honesty, trustworthiness, strength and empathy and purpose. As a citizen I feel both blessed and beholden.
To be open honest and to protect all people equally	Open communication to the public and making anti-bias, mental health issues and de-escalation skills a top priority	Policy and procedure renewed every year
The Sheriff shouldn't be on national television downplaying the coronavirus pandemic. This was an embarrassment to Fulton County. If the sheriff wanted to protest the executive order, he could file lawsuit. This would improve the community's trust in his office that he will uphold the laws and keep us all safe.		Stop with the politics and grandstanding that EO's are unconstitutional. If you feel that way you can do as you please, but respectfully and not in a way that makes Fulton County seem like a Red Neck backwoods to the whole country.
For them to stop going around thinking everyone is a criminal be more respectful and friendly	Hire less idiots, hire more officers that are more respectful and maybe they would get more cooperation from people	Most of them act like their uniform is a little too tight calm down they are to help us they are not above us

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Body / Dash cameras, Diverse Hiring, Encourage Deputies to live in county (extra pay/bonus)	Become NYS Accredited Agency	Political grandstanding that encourages ignoring public health guidelines is reprehensible and detracts from creating a professional image of the department - play politics elsewhere
Begin with our youth. Create positive thought about the role of law enforcement.	no	none
I personally have zero complaints at all. My only suggestion (and I'm not an expert) would be to have more engagement with the community on a social level. Although I do understand the constraints financially that make that difficult	None	Thank you for the job that you do everyday to keep us safe!
JOHNSTOWN		
More interaction with the community. More town halls regarding issues with the community	More public involvement. More interaction with the community members	Need to get rid of bail reform and Cuomo.
Over all the people in my circle, see the Sheriff and his office as doing a fantastic job	They could use more funding	
For the most part enforcement officers are decent people who work hard to do their job professionally. I do not find that Fulton County Sheriff's Department employees are any different. In every law enforcement organization there are always a few who, for a number of reasons, make poor officers. Recognizing those officers early on is important	I believe that more focus on proactive enforcement is area to look at. There are always activities that are signs of enforcement problems in development. I would encourage Deputies, Investigators and Correction Officers to be observant of activities that might suggest there is a possibility of underlying illegal activity. An active program to develop intelligence can be a means to identify illegal activity which may never be identified via a formal complaint	if you are a public servant, the most important skill is communication with the people you serve. The vast majority of the public are law abiding citizens. If an officer is not a great communicator, it is something an officer needs to improve on to be successful.
Disfund, disband and start over. They are broken and do not follow the law.	Get rid of Richard Giardino. He is a liar, doesn't follow the law and is disloyal.	Giardino has done nothing but harm this community, especially during this pandemic. He needs to go!
	Doing something or somethings that would let the community/public become more aware of who the members of the Sheriff's Office are on a personal level. By personal, I mean just names with faces and information such as how long working in law enforcement or background, training and any other work related information thought to be appropriate.	4. Deputy responded to a building security alarm. 6. Since a range, I checked number 4 instead of 5 because of the word "always". Saying goes, "People are human". So there is always the chance that someone will not do the right thing. That said, I do trust the Sheriff's Department. 9. Don't know existing level or seen need for.
Use of guns should be the last result. More involved with people on a day to day basis. The more you know about people the better you get along.	Martial Arts training esp. Judo would protect officers + people without killing. Judo teaches how to defend yourself when being attacked and still control the attacker.	I am sure a martial arts instruction would be able to help all police officers with mental health people as well as others
No	Hire more Sheriff's for patrol	
None, they are highly respected	none	they do a wonderful job.
		Thank you for all you do
I have heard there is not enough sheriff's per county. Increase their pay so we can get more staff and coverage. We pay taxes - utilize our money wisely!	no, just stay safe - we support you 110% we want you to be protected and paid more for your service and time. We know you put your life on the line everyday to protect + serve our community. We thank you!!	
Just keep doing your jobs. Most people appreciate your jobs and your sacrifice.	Don't listen to the media, BLM, ANTIFA out governor and other left wing politicians	Just do your job and defend the Constitution, and our laws.
Work on follow-through. Communication. More positive visibility.	More interaction with the public (positive). Offer types of safety courses	

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That they treat all fairly and property. Have empathy and compassion.	Take more interest in animal abuse causes. Instead of saying "there is nothing we can do" weed out the bad law enforcement	update policies. Ex. I was pulled over in a snow storm - ask where were were - my passenger had a drink at lunch I didn't. Officer said he smelled alcohol on me which was a lie he had me get out in the middle of a snow storm and do all these procedures which was very dangerous. I asked him if he would do a breathe test first and he refused. I kept telling him I did not drink any alcohol. after all the procedures were done he did the breathe test which came back 0. I felt if he did the test first all the other was unnecessary (update policies and procedures)
		In the summer of 2020 County Hwy 116 was resurfaces, now there are speeders, could use patrols
continue to be a strong presence in the community. People who build bonds are more likely to have a sense of belonging and pride	Please continue to visit schools. It is so important for children to see you and know that you are not a threat.	Thank you for sending out this survey and improving our community
I think the Sheriff's Office does the best they can under the circumstances given them by State and Federal laws/lawmakers	Just keep doing what you are doing!	Too bad the LEO Union couldn't force the judges and DAs to quit giving criminals a pass/slap on the hand when they commit crimes. That's partly why we are in the shape we are in as a nation. There was a time when a criminal paid a price for committing crimes.
It is too bad that we cannot have a sheriff's dept. We really don't need a police force in the municipalities. Maybe branches, but Fulton County is not large enough to support all these police. I think a lot of their time and energies are wasted	They seem to do a great job	
		We should fund police to help them receive more training skills in needed areas so they are prepared to respond
Disband, defund, remember when the state police would not help on calls? You cannot fix this. You need to start over	Richard G. Resign now, your a disgrace	The Sheriff is more interested on being on Fox News then serving the public. He is a danger to the community.
MAYFIELD		
Our community (Mayfield) I feel have a great respect for our local Sheriff's Department. Maybe schedule events with local children to improve that relationship.	The sheriff's office needs more funding to hire more Deputies and staff to cover the large area of Fulton County	
no, great as is	no	doing a good job
	I would like to see more DWI arrests and DUI, My road is loaded everyday with beer bottles and alcohol bottles.	I feel FC in general has a bad reputation. We should work on that.
NORTHAMPTON		
		I believe the Sheriff's Dept try's to do it's best. More Self Defense training for the officers. I want our officers to home to they're families at the end of their shifts. You guys see so much also have to make decision on a dime, sometimes that a tough thing to do. Thanks for what you do.
Note daily incident in paper please do not give attention to BLM-All lives matter. If a complaint lodged with staff please communicate how handled.	Do great - Not overly aggressive like State Police road patrol. See more Scandaga boat patrol Very loud boats, speeders, BWI MVA- Someone killed-need to charge	Comply with Safe Act as terrible experience- Interview - TV- Paper about recent events - enforcement

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NORTHVILLE		
Keep communication open with towns/villages I think the more people know	develop relationships with community leaders and school leaders	you guys/gals are awesome and doing a great job. My daughter is going to U-Albany and really hopes to join your team in the next couple of years
Fulton county continues to attract businesses and services in order to grow. The police department, in a 5-10 year plan Will need to have mastered issues of race relations, bias, and social and emotional health in community members	I regret that the Sheriff's department has not been more active to support the health of the county during a worldwide pandemic. Though we all work with limited resources, the chance to educate and support behaviors that might keep us from exposure was a real black eye for the community.	I appreciate all of the support from our Sheriff and police force. It is a great help in our communities.
Interact with the community in a non-official capacity whenever possible	remain vigilant in community trust interaction and as much training as possible. Keep doing whatever possible to earn community trust	Although there is always room for improvement, I feel the Sheriff's office does a very good job in a thankless profession. Thank you.
Visibility out of vehicles and interacting with community at large	Evidence of willingness to enforce initiatives to protect public health; evidence of being apolitical	Number 4 is too vague to answer with a scale like that. It is not realistic for a rating to be given for the interaction when a person is just passing by or when it is within certain contexts. Also, some answering this survey may not know if law enforcement is associated with the Fulton County Sheriff's of with the State or other entities.
coming into schools on the MS/HS level. You do DARE with the younger kids but nothing upper level. Maybe drug classes dangers etc.... Just to make a connection with the older kids. If we start there maybe perception can change in the community	continue to care about our community even in these very difficult times. You are doing a great job even if you feel no one recognizes it. I am personally saying thank you for all you are doing and risking your lives each and every day. Keep the faith and remember why you got into this job.	I think in this climate you are asked to play many roles within budget cuts, social media pressure nationwide and a pandemic. I would suggest to take a moment and praise your staff and all the employees that help keep northville safe. Including you too! thank you!
Participate and engage as much as possible in community events. Consider starting a Law Enforcement Explorer Program for more youth and family engagement and community goodwill.	Continue efforts to offer competitive pay to retain experienced, high-performing officers. Explore contract agreements with villages to provide police service in place of local, part time PDs	Evaluate feasibility of part time or volunteer/reserve deputies to augment staffing. Or to run additional programs. Such as Explorers, marine bureau, special events, crime prevention, etc.
OPPENHEIM		
	The sheriff's office should know every inch of county that they serve and protect - I have had my house broken into a couple of times - once in 1987 and once in 2003 and it took the sheriff's office over an hour both times to show up - 1 deputy said he was not familiar with the area.	Thank you!
More casual public interaction and publicize it	if funding was available, have satellite office in the furthest locations from Johnstown. It is a large county in sq. miles.	

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Summary Of Results From The Fulton County Police Reform Advisory Committee Survey
Answers to Questions 7 and 8 by Town / Village

BLEEKER		
Helpful, intimidating, power		Helpful, Intimidating, Power
Protection, Respect, Vital		Protection, Respect, Vital
BROADALBIN		
protect, help, enforce		accessible, well-trained, over-extended
Brave, Trustworthy, Fierce		Kick Ass, Brave, Trustworthy
Helpful, Considerate, Trusted		Necessary, Understaffed, Cordial
community, protection, assistance		community, assistance, civil servants
Necessary, Non customer centric, over-scooped		stretched, ineffective, parochial
CAROGA LAKE		
Security, Brave, Respect		Security, brave, respect
Protect and Serve		Respectful, Attentive, Helpful
Safety, Courage		Safety, Courage
Pride		
COBLESKILL		
Are the equitable? Do they profile? What positive impact programs are there for kids?		
EPHRAHTAH		
Safety, law, helper		Safety, law, helper
Efficient, Kind, OK		On the spot!, fair, helpful
Safety, Danger, Sirens		Jail, Helpful, Understanding
Serve, Protect, enforce		Serve, Protect, enforce
Serve, Protect, enforce		Serve, Protect, enforce
Doing their job		Helpful
Safety, Respect, Security		Safety, Respect, Security
Good, Helpful, Fair		Good, Helpful, Fair

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GLOVERSVILLE		
Service, Law (enforcement), Help (emergency)		Law (enforcement), Rural (support), help (emergency)
Respect, Admiration, Nervous		Respect, Admiration, Nervous
Helpful, Caring, brave		Helpful, caring, brave
great servants, respectable, dedication		great servants, respectable, dedication
Tough (job), professional, fair		
Uniforms, Respect, Tickets		Protection, Assistance, Respect
Protection, Qualified, Honorable		Reliable, Honest, Qualified
not trustworthy, bias, bad attitude		mostly fair, more trust worthy than g'ville police, more human
Help when needed		Friend, helper, protector
helpful, timely, observant		they do what they have to do
Protection, Safety, Fearsome		Protection, Safety, Empathy
Safety, Security, Honesty		Patrol, Protect, Safety
bullies, lethal, too political-just enforce laws		Grand Standing, White, Too political - just enforcement the laws
Slow, Inattentive, Meticulous (not)		Slow, Inattentive, Uniformed Idiots
Protection, Trust, Accountability		Selective Enforcement, Rural, White
Law enforcement, Necessary, busy		safe, reliable, support
Integrity, Loyalty, Honesty		Tireless, Integrity, Bravery
JOHNSTOWN		
Brave, Fair, Helpful		Helpful, Fair, Brave
Friendly, Professional, Caring		Friendly, Professional, Caring
Security, Enforcement, Safety		Local, Available, Responsive
Rapist, Racist, Dishonest		Racist, Scheming, Liars
Help, Necessary, Protection		Help, Necessary, Protection
Helpful, Kind, Professional		Helpful, Kind, Professional
Protect, Serve, Honor		Serve, Respect, Protect
Trust, Integrity, Honor		Trust, Integrity, Honor
Protect, Serve, Enforce		Jail, Giardino

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safety, authority, risk takers		dilligent, responsive, devoted
Safety, law enforcement, slow down		safety, law enforcement, slow down
Protect, serve, respond		protect, serve, respond
Fraternal, power, safety		good ol' boys
Some are great, some are not, protect		fair, unfair, available
Trusting, helpful		wanting to improve
service, dedicated, safety		helpful, community, dedicated
Overworked, underpaid, ped up with court system		overworked, understaffed, underpaid
Cocky, Unfriendly, Wastes time on unnecessary activity		Disciplined, Hard Working, Helpful
Help, Compassion, Law		Help, Compassion, Law
Meat-Head, Abuser, Rapist,		Bad, Useless, Racist
MAYFIELD		
Respect, helpful, admiration		Respect, helpful, admiration
Good friends to have		great
Helpful, Safety, Responsive		Helpful, Safety, Responsive
NORTHAMPTON		
Anxiety		
NORTHVILLE		
Safety, Caring, Dedicated, don't know the police		safety, same, same
respected, effective, trusted		Honest, discreet, heroic
Trained, Reliable, Follow-through		Trained, Legal Responses, Follow-through
Big thank you		Thomas John Lorey
God Bless You		Thomas John Lorey
Dedicated, Reliable, Brash		Dedicated, Reliable, Brash
Authority, Stress, Brotherhood		Politics, Selective, Traffic Laws
Protectors, Heroes, Underpaid		hardworking, understaffed, overworked
Courageous, dedicated, integrity		underpaid, underfunded (dep't), dedicated

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OPPENHEIM		
Safety, brave, respect		stetched, respectful, brave
SAMMONSVILLE		
Protection, Safety, Help		Protection, Safety, Help

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Average of Question #6. Do you trust members in the Sheriff's Office to do the right thing by Town / Village (1=No/Never TO 5=Yes / Always)

BLEEKER		4.5 Average
4		
5		
BROADALBIN		4 Average
5		5
4		2
CAROGA LAKE		4.5 Average
5		5
4		4
COBLESKILL		4 Average
4		
EPHRATAH		4.75 Average
5		4
5		5
5		5
4		5
GLOVERSVILLE		4.06 Average
4		4
5		5
4		4
4		3
5		2
4		2
5		5
4		5
4		

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JOHNSTOWN		4.15 Average
5		5
5		4
5		3
4		5
1		4
4		5
4		5
5		3
5		1
5		5
MAYFIELD		5 Average
5		5
5		
NORTHAMPTON		4 Average
4		
4		
NORTHVILLE		4.33 Average
4		5
5		3
4		5
4		5
4		
OPPENHEIM		5 Average
5		
5		
SAMMONSVILLE		5 Average
5		